



# Brattleboro Retreat

COMPREHENSIVE MENTAL HEALTH SERVICES SINCE 1834

*Via email and U.S.P.S.*

August 14, 2024

Donna Jerry  
Senior Health Policy Analyst  
Green Mountain Care Board  
144 State Street  
Montpelier, VT 05633-3601

**RE: Docket No. GMCB-014-23con, Development of an Inpatient mental health Unit for Adolescents, Cost: \$9,542,006**

Dear Ms. Jerry:

The Brattleboro Retreat (the “Retreat”) thanks the Green Mountain Care Board for the opportunity to provide additional details regarding the impact of the above-captioned proposed project on the Retreat. The Board requested the following information.

- 1. Given the projected utilization shown on Table 7B (Utilization Projections) in SVMC’s application, for proposed year 1, 2, and 3 respectively, provide a spreadsheet that shows the impact of these utilization projections on the Brattleboro Retreat’s inpatient mental health unit for adolescents and change in revenues given SVMC’s projected utilization.**

The Brattleboro Retreat has submitted its own version of Table 7B (Retreat utilization projections with the SVMC project) and 7C (Retreat utilization projections without the SVMC project).

We would like to note that in BR Table 7B, the 2023 data is the Retreat actual utilization data. The 2024 data is the Retreat’s best projection for 2024, and the 2025-2027 data incorporates SVMC’s Table 7B data. The reduction in utilization in Proposed Year 1 is more than 50% of proposed 2024 utilization, because the SVMC projected average length of stay is 15 days, rather than the Retreat’s current 18 days.

It is important to note that this table relies on the assumption in SVMC’s Table 7 data (specifically the assumption that it will have a 92% occupancy rate). There are other possible utilization scenarios. For example, SVMC might build 12 adolescent psychiatric beds and not fill all of them. These potential outcomes are difficult to model with any precision, but the Retreat notes they would lead to a less dramatic impact on the Brattleboro Retreat.

Donna Jerry, Senior Health Policy Analyst  
August 14, 2024  
Page 2

To calculate the loss of revenue, we have used the percent decrease in acute patient days, as a proxy, and decreased projected revenue by the same percentage that acute patient days have decreased.

Table 7C shows the Retreat's projected performance without the SVMC project. Based on these two tables, the Retreat projects that it will suffer at least a \$10 million loss in net patient revenue annually once the SVMC beds come online.

Such a decrease will jeopardize the Retreat's ability to remain sustainable. The Retreat has no other business lines which have the potential to offset that loss in the near or even the medium term.

The Retreat hopes that this information satisfies the inquiry of the Board. If the Board would like additional information the Retreat will gladly provide it.

Sincerely,

A handwritten signature in black ink, appearing to read 'Elizabeth Wohl', with a long horizontal flourish extending to the right.

Elizabeth Wohl

**Question:**

Given the projected utilization shown on Table 7B (Utilization Projections) in SVMC's application, for proposed years 1, 2 and 3 respectively, provide a spreadsheet that shows the impact of these utilization projections on the Brattleboro Retreat's inpatient mental health unit for adolescents and change in revenues given SVMC's projected utilization.

Brattleboro Retreat									
Adolescent Utilization Projections - With SVMC Project									
	2023 Baseline	2024 Projection	Proposed Year 1		Proposed Year 2		Proposed Year 3		
			2025	% Change	2026	% Change	2027	% Change	
<b>Inpatient Utilization</b>									
Acute Beds (Staffed)	25	25	13	-48.0%	13	-48.0%	13	-48.0%	
Acute Admissions	379	357	126	-64.7%	90	-74.8%	90	-74.8%	
Acute Patient Days	5,166	6,578	3,112	-52.7%	2,563	-61.0%	2,563	-61.0%	
Acute Average Length of Stay	13.5	18.3	18.3	0.0%	18.3	0.0%	18.3	0.0%	
<b>Inpatient Revenue</b>									
Gross Revenue	\$ 22,319,099	\$ 24,220,729	\$ 11,458,636	-52.7%	\$ 9,437,174	-61.0%	\$ 9,437,174	-61.0%	
Net Revenue	\$ 17,102,131	\$ 19,121,689	\$ 8,913,281	-53.4%	\$ 7,340,855	-61.6%	\$ 7,340,855	-61.6%	
				76.6%		78.9%		76.6%	

Brattleboro Retreat									
Adolescent Utilization Projections - Without SVMC Project									
	2023 Baseline	2024 Projection	Proposed Year 1		Proposed Year 2		Proposed Year 3		
			2025	% Change	2026	% Change	2027	% Change	
<b>Inpatient Utilization</b>									
Acute Beds (Staffed)	25	25	25	0.0%	25	0.0%	25	0.0%	
Acute Admissions	379	357	357	0.0%	357	0.0%	357	0.0%	
Acute Patient Days	5,166	6,578	6,578	0.0%	6,578	0.0%	6,578	0.0%	
Acute Average Length of Stay	13.5	18.3	18.3	0.0%	18.3	0.0%	18.3	0.0%	
<b>Inpatient Revenue</b>									
Gross Revenue	\$ 22,319,099	\$ 24,220,729	\$ 24,220,729	0.0%	\$ 24,220,729	0.0%	\$ 24,220,729	0.0%	
Net Revenue	\$ 17,102,131	\$ 19,121,689	\$ 18,840,477	-1.5%	\$ 18,840,477	-1.5%	\$ 18,840,477	-1.5%	
				76.6%		78.9%		76.6%	

Model assumes that all adolescent utilization by SVMC will directly impact the Retreat. Model subtracts projected SVMC usage from projected Retreat usage. Revenue projections are calculated on percent change.

Budgets for 2025 on are not yet completed, therefore, the Retreat is using 2024 forecasts as a baseline for projections going forward. Revenue projections are based on current rates.

**VERIFICATION UNDER OATH FORM**

STATE OF VERMONT  
Green Mountain Care Board

In re: **Docket No. GMCB-014-23con, Development of an  
Inpatient mental health Unit for Adolescents, Cost:  
\$9,542,006**

Hospital CFO Verification on Oath or Affirmation

I, Jill Meschke, make the following declarations based on my personal knowledge:

1. I am the Chief Financial Officer of the Brattleboro Retreat (“Hospital”). I am a resident of Vermont, am over 18 years old, and am competent to testify to the information contained in this document.
2. I have reviewed the answers to question 1 propounded by the Green Mountain Care Board to the Brattleboro Retreat on July 18, 2024.
3. To the best of my knowledge, information, and belief the information contained in the response to question 1 is the most accurate prediction of the financial impacts of the above-captioned proposed project on the Brattleboro Retreat.
4. To the extent my verification is based on something other than my personal knowledge, it is based on SVMC’s financial information submitted in its Application, and information, opinions, reports, and statements, including financial statements and other financial data. I reasonably believe these to be true, accurate, reliable, and complete.

5. I acknowledge the Hospital's obligations to promptly notify the Green Mountain Care Board and supplement this submission in the event the information contained in it becomes untrue, inaccurate, or incomplete in any material respect.

I swear or affirm that the forgoing declarations are true and correct under penalty of perjury pursuant to 18 V.S.A. § 9456(h)(3).

  
\_\_\_\_\_  
Jill Meschke  
Chief Financial Officer of Brattleboro Retreat

Date: 8/14/2024

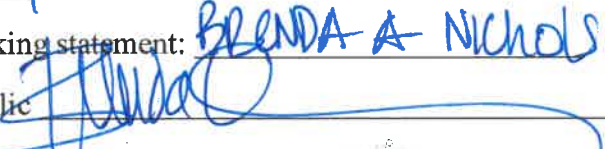
To be completed by Notary Public

State of Vermont, County of WINDHAM

Signed and sworn (or affirmed) before me on August 14, 2024 by Jill Meschke

Date 8/14/2024

Name of individual making statement: BRENDA A NICHOLS

Signature of notary public 

Stamp

**BRENDA A. NICHOLS**  
**NOTARY PUBLIC**  
**STATE OF VERMONT**  
157.0000442

Title of office Administration [My commission expires: 1/31/2025